

Among Men Who Work with Hand or Brain



Learn Your Relation to Tools to Make the Most of Yourself.

By C. S. MADDOCKS.

Oreeks a men to man contest-fell at last through stratagem and wile. The wooden horse within whose hollow sides some Greek warriors were was the instrument by which an

end was put to what seemed an endless enterprise. Two peoples had equandered years and many lives both of great leaders and common men before the besteging Greeks devised this instrument of success.

Since all is fair in love and war, we may forget the wile involved, which probably had no more of falsity in it than many of their other and unsuccessful plans. It is certainly evident that they saved another ten years of struggle-since each was so stubborn-with its consequent waste, by a great device, manipulated by men to be sure, but to which

The natural resources of the world suffered stege for hundreds and thousands of years men making but febrile and wasteful afforts to conquer see and land-but not until great organisations and colossal images. which were the multiplications of the might of man and beast, had been constructed were the opposing forces of nature subdued. That natural snoop, the hand, gave place to shovel and then to steam shovel. The crane was invented, making man's arm seem but a puny thing as compared with its reach and lift. The steam engine came and generated more energy than dozens of men could generate even in the strongest of bodies. The oorking shell, lifted by every wave and overturned by winds of least violence, gave place to leviathan ships, which men may safely guide if they will from port to port through the greatest of ocean storms.

Constructions of the most numerous sorts have multiplied man and horse power. Mr. Harrington Emerson in "Twelve Principles of Efficiency," says: "Forty years ago I watched the workers on the Suez canal. Many of them were girls, digging up the sand with their bare fingers, scooping it into the hollows of their bands, throwing it into the rush basket each had woven for herself, lifting the baskets to their heads and carrying the load of 20 to 30 pounds a hundred feet

up the bank and dumping it. "Panama excavation is being done by steam shovels. Recently I watched one of them at work. The fingers of the Egyptian girl had grown into a thousand times larger steel claws that dug and shaped the shattered rock and dirt; the hollow of the girl's hands had developed into a scoop containing two cubic yards, or five thousand times as much as her two hands could hold; the rush basket had grown into a train of flat care; the simpely arm of smooth flash covering muscle and bone had grown into a great beam moved by chains, flinging great loads on to the flat care; and instead of the 100 feet of walking, long trains ran perhaps twenty miles to unload."

Man Adjunct of the Tool.

Mr. Emerson demonstrates, with originailty, the new need laid upon men because of this change from the tool's being an adfunct of man, as in the stone age, to the difference in our age when man has become the adjunct of the tool. One of his ways of expressing it is to say that the energies of today are not incarnate but uncarnate. not of man, but of machine. The machine to the thing, and in a very large sense we must subordinate ourselves to it, be its ser-

Any great organisation is a colossal machine, or tool, for doing work that could not otherwise be done, but it requires men and maid servants, consequently there is in it a large admixture of the human-often very perverse clements. This machine has, , none of the detailed perfection of such a machine as a locom or automobile, but men of vision believe that it might have, that a great elimination of waste might be effected, with a great consequent gain in efficiency. It is beginning to be expected that a man of reasonable intelligence will standardise himself, as it were, and become an element of a perfectly to be estimated output, when he happens to become a part of a great tool, but too many men prefer to be like the pebble in the works of a watch. They feel that it is a tribute to their individual power to stop the movement, or at any rate, not to let it so forward any faster than they themselves decree, no matter what its inherent capacity.

New and splendid ways of doings things in great combinations are being devised by the progressive, but those who must help in the doing-man the tool-often so cling to the past and to their personal idiosyncrasies, that the tool for the wonderful work is a failure, wholly or in comparison with the perfection it might attain. The man who executes can make ineffective the best devices of the great planner, yet no man be comes less a man by fitting himsif to the place he has to fill, any more than he loses his individuality when he turns to the right to sycid collisions, and takes his turn when

it is a matter of being served in his place. In any organization of men there is, or should be, an orderly sequence from top to bottom or from bottom to top. Ideally this sequence should be as perfect as that from seed to fruit again. Practically it never is, therefore the results are comparable to something less than full ripeness, or what might be expected at maturity from efficient exercise of each contributing energy.

. .. Building Up from Bottom.

That the discrepancies of product in great working bodies are what they are, the differences in output between what is and what might be so great, Mr. Emerson finds to be due to a chinging to the old form of organization: "In American organization a

PROY, besieged for ten years by the successful man becomes president, he selects his staff, his cabinet, and-he puts it up to them. Each in turn selects his staff of managers and-puts it up to them. manager selects his superintendents, and passes the power and responsibility on to them. The superintendent selects foremen and delegates to tham the power 'to make good.' The foremen select their workmen and transmit to them the power to do the thing the president really wanted done. The man at the bottom, with the least spare time to plan, the least training, the least compen astion, runs the whole affair. This is the type-so usual, so universal, that many will

show amassment that it is questioned." Mr. Emerson, efficiency engineer, would, for efficiency's sake, reverse this order, building up from the bottom instead of dictat-ing from the top. He would have his organization an inverted pyramid, the head man supporting itell, like a veritable Atlas, instead of being supported. "Having reversed the relation of the worker to his tools, we must of necessity reverse the relation of officer to private, of official to employé; we must reverse the administrative cycle The employé no longer exists merely to aggrandize and extend the personality of the employer, but the latter exists solely to make effective the totally different function of the employs. The laws are applied by officials, each of whom is servant to the men over

whom he has directing control." Have we not here a strictly modern interpretation of the scriptural doctrine, whoscever will be great among you let him be your servant? The first, or chief, shall be to be chief, his greater knowledge of everything. The man of the greatest power must feel the greatest responsibility. He may delegate work, but he cannot shift responsibility on to some other man's shoulders.

If the ideal for an organization should be universally promulgated, posted everywhere, leaving no man to work vaguely, uncertainly or almiessly, but each feeling himself and his work an essential part of the whole, Mr. Emerson believes that " industrial organisations could attain the same high degree of individual and aggregate excellence as a baseball league." But his favorite example of efficiency is the locomotive and its man-"There can be no legitimate conflict between rails and locomotive, between omotive and its engineer and fireman, no legitimate conflict between engineer and dispatcher, no conflict between dispatcher and time table, although the time table defines to a second the running time of a train going at extremest speed for a thousand

Efficiency in Dispatching.

The seventh principle of efficiency of Mr. Emerson's is this one of dispatching. He " Railroad dispatching as to passenge trains is of a very high order of excellence: as to freight forwarding it is gradually emerging from the dark ages, perishable freight going forward almost with passenger regularity: wrecks, alides snow are taken care of with a dispatch of the highest order of excellence; rathroads are even built on schedule time; but considering the expenditures that are not dispatched, and those that are inefficiently dispatched, the general dispatching efficiency, even of reliroads, is not over 40 per cent, yet there are few activities that do as well as suffronds."

We are in the infant stage as to our realisation of the great wastes that have been and are going on in the world. There is coming to be a feeling that the most serious and disheartening waste of all is that of men, of When their condition is of the very lowest we speak of it as maladjustment, meaning a situation over which the sufferers have no control. But higher up the same word applies, for a man may get but a third or a half from his effort that he should because he maladjusts himself. His is the fault in this case. He blindly or willfully does not fit himself to the tool he serves.

This is a more serious matter than forbecause today things move with such speed. If a man makes the very best use of his time he has all he can do to keep up; if he willfully waste it, though he seems to be njuring another and may be, he is the great loser. Such mischlefs are like young chick-

ens, they will come home to roost. The smooth track has to be put under the fastly moving railroad train. A crooked rail has no place there. In the early days of the otive various animals and even some poor Indians tried odds with it, when it was their part and for their best interest in this situation to stand aside or attend to some-

If a man's temper unfits him for assisting in making a great tool efficient, he ought at least to know enough to keep out of its way. His interference or attempt to gain something for himself while he thwarts its use fulness, cannot be in the end successful. If he insists on remaining in the organization and he can find associates of a like mind. their lack of accommodation may work a good deal of mischief, but not once in a hundred times will they make any real personal gain, although the satisfaction of being perverse is undoubtedly equal to fiat-

tery to some men. No man who prevents any other or any working instrument from doing his and its heat work has any right to the respect of men of probity. A man who willfully lessens a product of a factory or organization by either openly or underhandedly thwarting effort-of machine or man-is doing a despicable thing. And he is preparing a boomerang that will surely come home. Individual organisation or society may also suffer, but in

Products of A steam cooker for use in connection with

an ordinary residence radiator recently was

Texas man can be lowered over a window to

Besembling a street car fender is one invented in Germany that will pick up a person. struck by an automobile. To hold a miter joint firmly while it is be-

ing gived is the aim of a simple clamp invented by a New Jersey man. A register has been patented to record the

time a locomotive safety valve is open as a

Bedding can be thoroughly sired on a rack to be suspended outside a window that has been invented by an Illinois woman A utensil in which meet may be cooked and then automatically cut into pieces of equal size has been invented by a Massachusetts

A lead pencil shurpener invented by a Californian operates like a pair of scissors, one blade holding a pencil while the other cuts

away the wood A New York engineer has invented an anparatus for distilling in a vacuum, for separating such volatile metals as arsenic and

The Average Man, feeling that his labors had entitled him to the luxury of a cigar, turned into a doorway between two six foot signs and an imposing array of plate glass. The interior of this cigar store was resplendent with light and life. Courteous, smiling clerks handled customers who bought quickly and left. A "Thank you" that had sincerity behind it went with every purchase. Business was distinctly good. Leaflets on the counter informed the reader as to location of the concern's forty-nine other stores. So the Average Man, whose curiosity was by this time fully aroused, asked for the proprietor and put the magic question:

The proprietor came out from behind the count r and unfolded his tale of success as follows:

THE MONEY THAT CAME IN SMOKE Chronicled by IRVING R. ALLEN.

with a stend in a downtown office building. It took me less than two months to make up my mind that there was a distinct limit to the amount of business to be obtained there. So I sold out."

At a profit" asked the Average Man. said the Successful Cigar Mer-"Here it is," banding the Average Man a list of the other forty-nine stores. The Average Man waved the list gelde.

I've seen that. Go shead." And the Successful Cigar Merchant re-sumed his tale. "After I'd disposed of the stand I relocated in a residence neighborhood. My first store was a small one, but trade was good-that is, average. One day a canvasser dropped in and before he left sold me a stock book. Convinced me that it was a good thing. So I began taking inventory of my stock. Entries from my cash register at the end of each day kept it always up to date With very little trouble, by referring to this stock book. I knew when to order and what to order. It was an excellent way to watch the sales, too. Showed minister to all, by reason of his very right just what items sold and their relation to other items.

Watching the stock book soon developed the fact that nickel cigars made up over 85 per cent of my sales. Of course, I knew that before, but the stock book brought the fact forcibly home. Making inquiries among other cigar merchants, I found that the same thing held true with them. In other words. the American public-or the largest part of

it-smoked the 5 cent article. Then I began studying the advertising end of it. I wanted to advertise my business-get more trade-but I couldn't afford to spend much money. Then, again, I had to concen--couldn't afford to tell trate in my territorypeople who never got down my way about

Cigarmaker in Window.

On a trip downtown to one of the whole-sale houses I noticed a cigarmaker plying his trade in the window of a store. Quite a crowd in front, too. Crowds usually result in oustomers. Thinking that possibly here was a solution to my advertising problem, walked in and, telling the owner who I was and what I wanted got a good deal of information from him. The cigarmaker in window was a business bringer all right, but he cost too much. Increase in sales was large enough to pay increased expense. He was making 10 cent cigars-" couldn't make a 5 cent cigar altogether by hand and sell it profitably," said the man behind the counter. And the trouble was trade did not run to the 10 cent brand. However, f had the information I was after, and after thanking my informant I left.

One thing was settled in my mind, how-A cigarmaker in my window would bring business to the store. The ony question was how to utilize him profitably. I am a great believer in the old saying, "When One thing I knew was wrong with the other fellow's plan, and that was the 10 cent price on the cigar he made. Pive centers were what the people wanted, and the best their time, their talents, their very life. way to succeed is to supply demand. That's

So I was two steps on my way to an idea A 5 cent clgar made in my window where people could see the operation and be attracted by it. Finally I decided to see if my problem wouldn't solve itself. I inserted a want ad in one of the big dailies for a cigarmaker. Only one man applied. He told me that he wasn't particularly anxious to so to work-applied more to see what I had to offer than anything else-said he intended to go into business for himself if he didn't find a job that was fust what he wanted. That struck me right between the eyesopened up both of them wide.

What kind of cigars are you going to

make if you go in for yourself?"
"Hand made 10 centers," he answered How much money can you make per cigar after you've paid your rent and light and cost of seiling?"

Accepted My Proposition. He was a pretty intelligent fellow, and he

had a figure on this. "How many 10 cent cigars can you make reek?" I asked him

He told me. "Now," said I " if you turned out 5 cent

cigars, which require far less labor, how many could you make?" He knew that, too, so I got busy with a pencil and made him a proposition to go to work in my window and pay him so much per cigar, whether they sold or not, and furnish him with space and material for making. I put the proposition to him so that It was practically a case of being in business

The cigarmaker agreed to my proposition. It appealed to him. I dated our agreement far enough ahead to give me there to window ready for him, my cigar factory license, stock, boxes, labels, etc.

for himself without entailing any invest-

The window cigar factory was a success from the start. The 5 centers, made fresh every minute, sold over the counter, and sold fast. The proposition was a winner, and my increased trade, instead of costing me money, was yielding a nice profit on every dollar taken in. Trade soon reached the proportions where another cigarmaker was necessary and my man took on an appren-

At this point I began to get ambitious and started out, to wholesale the cigars we were so successfully retailing. No success Other dealers couldn't see the advantage of taking on my unadvertised brand simply because the goods were fresh and a good value. Don't know as I blame them. And the name of my cigar was against it. My name is Hudson and I called the cigar "Hudson's Pride." That was a stone wall when it came to putting it in another man's showcase.

Somewhere, sometime, some one had said in my presence. "A good name goes a long way in selling an article!" That remark stuck, and it came particularly home in this case, for I certainly realized the shortcom-

EVENTEEN years ago," he began, ings of the name of my cigar. And let me go had no money to spend in the more expensive "I started in the cigar business on record right now as saying that it's no forms of advertising, and as a matter of easy matter to get a good name for a 5 cent cigar. The field has been pretty thoroughly

Good Name Is Everything.
After a great deal of thought I hit upon the name, "Telegram "-short, snappy, and easy

The more I thought about " Talegram " the better I liked it. A field of good advertising possibilities was opened up by the name. Finally I decided to put my little sav ings back of my cigar. The goods I knew to e good and the name "Telegram" I firmly believed a winner.

An advertising man who lived in the neigh borhood and bought his cigars from me got quite enthusiastic when I told him the name, and although his possibilities of profit were at that time slim, put in a good deal of time with me evenings working out details of the plan. I will frankly admit that his efforts were largely responsible for the success of Telegram." Today that man is drawing down \$15,000 a year as my advertising adviser, and he's worth every cent of it."

Pardon me for interrupting," said the verage Man. "But do you own the Telegram 5c cigar business? "I do," answered the Successful Cigar

Merchant. " Then why, with a million dollar wholesale cigar business, are you running these retail

"These stores," explained the merchant, " are my hobby. They represent the ideals of retailing I built during my days behind the ounter. They are playthings, but big profit makers as well, although they are 'small change ' compared with the other and of my

But to get back to the birth of "Tele-gram." The advertising man and myself The advertising man and myself esigned a label which was an absolute facsimile of a telegraph blank. We put yellow bands on the cigars. Big show cards in the form of yellow telegraph blanks were printed and as proof that our first efforts on gram" were good most of these cards are

How to Create Demand.

So, with high hopes, I started out to sell Telegram " 5c cigars. But they didn't sell. The dealers said they liked the namethe cigar was good-but what they wanted was a cigar that would sell-something that people wanted and called for.

So my advertising friend and myself out down that night to what I now believe was the most important conference of my businees life. How to create demand. That was the question. And it was a pumiler, too, I

forms of advertising, and as a matter of fact that very thing led to the idea that put our deal over, although short funds looke? like a great big obstacle at that particular

About 4 o'clock that morning we hit the real idea. Two days later I started out with a sample box of " Telegrams " and the knowledge that behind my goods was a proposi-tion that couldn't be turned down.

When dealers oprung the talk about " lack of demand" I stopped them short.

"If you will put in the goods I will create the demand. Put in a stock of "Telegrams, Don't pay for them until they are sold. If at the end of two weeks you're dissatisfied, mend them back and you haven't invested one

They couldn't just see how I was coine to create the demand, but so long as it didn't cost anything they were willing to give it a

The minute a dealer put in a stock of "Telegrams" we stationed a boy outside his dobr. The boy was dressed like a messenger and he handed every single passerby a facsimile telegram which was printed with an imitation typewritten message advising him to buy and try the Telegram Sc clear

The idea was a novelty. It was inexpensive advertising. It's instant appeal did the Individual sales from these different cigar stores were so large that they paid our "advertising expense" and a profit as well. In fact, some stores found themselves with only one 5 cent seller and that was Telegram."

Novel Window Advertising.

Every penny went back into the business Next step, remembering how the window exhibit had created business for my retail store, I started window exhibits on "Telegram." A plain pine table in the window fitted with a telegraph instrument and a man apparently receiving messages, comprised the outfit. As the telegraph instrument ticked he would write down the message and hold it against the window for passersby to read-All the messages told the reader to buy a "Telegram." We blockeded the streets with this window, and what's more we sold the cigars

We had the trade on 5 cent cigars in my home city in the palm of our hands on the "Telestram" brand. So we branched outecame national. And wall, you know the

It's business idea history," said the Average Man, biting off the end of a Telegram cigar and walking away. "There's no rule

Courtesy as a Business Asset. By G. W. STEARNS.

T pays to be courtsous. No matter whether you are an employer, or a worker, you cannot afford to be discourteous to those with whom you come

Courtesy in business pays bigger dividends than any other single qualification," declared the head of one of the greatest corporations in Chicago. "Courteous treatment wins friends and patrons in every line of trade, and such customers become walking advertisements of the store or institution where that sort of policy prevalls. No business car succeed unless it makes friends of its patrons. Friends make business, and

courtesy makes friends. "It is easy to be courteous to a friend, but the courtesy that counts for most is that which is accorded-strangers. Little acts that show consideration for persons with whom one is daily thrown in contact are most important, because the one who makes it a habit to be courteous at all times is the most successful employé or employer, as the case may be. Perhaps more discourtesy is shown in answering telephone calls than in

any other way. "Many times the nerson who snawers a call gruffly does not intend to be discourteous, but the effect is just the same on the one at the other end of the line. A cheery hello" is something every employer should insist on from each employé who answers a telephone call, and it should not be necessary to call attention to it more than once.

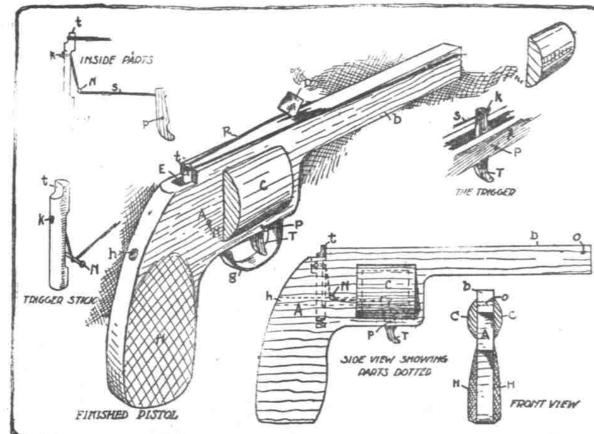
" Courtesy should be practiced at home, in the office, in the store—in fact, it should be practiced all the time. You cannot be really courtequel in one place and rest in another It is never considered servility to go out of your way to do a favor for some one cise. Little acts of kindness are the ones that pay the biggest dividends. They may not be in the shape of immediate cash, but they will come in lasting credit to you and your employer.

"It is just as essential for an employer to be courteous to those who work for him as it is for his employes to treat customers with consideration. Courtesy on the part of the that qualification is absolutely necessary to business success. Courtesy is not so much what is said, but how it is said. A courtsons person can deny a request in such a way-as to leave a better tasts than some other person

who grants it. "Courtesy is in reality an application to every day life of the golden rule, and Lord Chesterfield gave an excellent example of it when he said, 'Whatever pleases you most in others will infallfully please others in

"You will find it is invariably the case that the men as the head of big business enterprises are uniformly courteous. This is not, as many people suppose, simply a vener covering, but is a true indication of their real dispositions. True courtesy must be genuine, and no other kind is worth considerfng. It is a habit that must be acquired by constant cultivation, and it will be beneficial

Target Pistol That Won't Hit the Mark.



HEN one practices with a pistol at a target he generally expects to hit the mark once in a while. The drawing shows how to make a pistol, which is none the less interesting because the youthful marksman pever knows

just where the missile is going to strike. Instead of bullets, small squares of pasteboard, as shown at D, are used in this weapon-Where these strike after being shot from the gun depends entirely upon their shape and size, so that in using the pistol there is a great deal of fun in watching the evolutions of these whirling bits of pasteboard in the air. Indeed it often happens that these "bullets," instead of hitting the mark, will come back again to the marksman and land at his

The missile being so light there is practically no danger in its use either indoors or out, and a pistol of this kind is easy to make. Get a few pieces of wood and a sharp knife and go to work.

Can Be Made Any Size.

The body part of the gun is shown in the drawing and can be enlarged to any size you desire. Mark the outline carefully on a piece of one-half inch wood which has been planed down, and either saw it out or cut it with An open part is cut in the little side blocks (C), as shown by dotted lines in

By JACK KNEIFF.

through which the trigger stick (T) will protrude up into this opening and pivoted on the nail (P). From here a small swing (S) runs back around the nail (N) and up, to fasten to the trigger stick (T), held up by a small springehown under it at (W). It is easily seen by this arrangement that when the trigger (T) is pulled, thus pulling the string (S), the trigger stick (t) is pulled down

A rubber band (B) furnishes the impulse for this gun and is hooked around the top of the stick (t) when pulled out to its set position. When the trigger is pulled, however, this stick drops down so that the rub ber band slips off the top and snaps forward. A short distance to the front is the missile or paper bullet (D), which is stuck into a slit at the top of the barrel, but not too

Rubber Shoots Missile.

The rubber, knocking it out from this slit, drives it forward with great speed, the whirling making it do the various contortions and evolutions in the air. It is thus easy to see

how the pistol works. After the barrel part is cut out and the hole bored where the trigger stick (t) fits, another hole shown at (h) is bored horizontally for the string (S) to run through. The nail

(N) is driven through just where these iw holes cross each other, so the string (S) can run around it and up through the hole (k) in the trigger stick, as in the separate sketches. These sketches show the trigger stick in detail and can be easily followed without further description, except that the stick should be fairly loose in the hole in which it fits. In the barrel a notch (E) is ent at the top to give room for the knot (K) when the trigger stick is pulled down. The trigger mounting is also shown in a separate

When this much is finished the side blocks. (C) art put in place and tacked on to represent the oglinder of a revolver, this covering up all the inside mechanism of the trigger worls-

"Bullets" Made of Cardboard.

The rubber band runs through the hole (O), as shown, where it is fastened with a wooden wedge. The slot into which the paper squares fit is merely a little slit made with the point of the knife. A corner of the little paper squares is stuck in this slot. These squares of fairly stiff cardboard about one-balt inch square.

If desired you can add also grip pieces as at (H), after which the whole apparatus may be painted to suit your taste, guard (G) is merely a strip of tin tacked in